



**Ministry of Finance, Planning and
Economic Development**

ANNUAL REPORT

STUDY AND EXPERTISE FUND 2019

INTERVENTION: UGA01004

DGD No: 19302/11

FEBRUARY 2020

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Acronyms

BTVET	Business, Technical and Vocational Education and Training
DPs	Development Partners
EMIS	Education management Information System
EoB	Embassy of Belgium
FY	Financial Year
GoU	Government of Uganda
HMIS	Health management Information System
HSSP	Health Sector Strategic and Investment Plan
IDCP	Indicative Development Cooperation Program
IRB	Institutional Review board
JLCB	Joint Local Consultative Body (Steering Committee)
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MOH	Ministry of Health
NDP	National Development Plan
NHIS	National Health Insurance Scheme
NHP	National Health Policy
NICA	National Instructor College Abilonino
NTC	National Teachers' College
PNFP	Private Not For Profit
REC	Research Ethics Committee
RMNCAH	Reproductive, Maternal, Neonatal and Child Health
SA	Specific Agreement
SCF	Study and Consultancy Fund
SDHR	Support to Development of Human Resources
SSU	Support to Skilling Uganda
TIET	Teacher, Instructor Education and Training
TT	Technical Team
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
VVOB	Flemish Association For Development Cooperation and Technical Assistance

1 Intervention at a glance


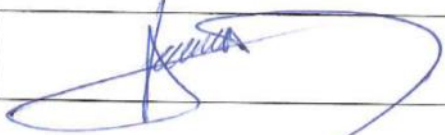
1.1 Intervention form

Intervention name	Belgo-Ugandan Study and Consultancy Fund (SCF)
Intervention Code	UGA/01/004 (DGD:19302/11)
Location	Kampala
Budget	4,750,000 (Co-management- 3,645,355 and regie-1,104,645)
Partner Institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Date of implementation Agreement	8th August 2002-8th August 2020
Duration (months)	192
Objective	The Fund aims at enhancing the institutional capacity in Uganda in support of the prioritised sectors of the Ugandan-Belgian Cooperation on the one hand and the preparation of the Indicative Development Cooperation Programme and the implementation of the Paris Declaration on Aid Effectiveness on the other hand

1.2 Budget execution

	Total Budget	Expenditure start to 2018	Expenditure year 2019	Total expenditure	Balance	Total Disbursement rate
Total budget	4,750,000	4,113,127	358,810	4,471,937	278,063	94%
Co-management	3,645,355	3,375,350	203,773	3,579,123	66,232	98%
Enabel management	1,104,645	737,777	155,073	892,814	211,831	81%

Since 2002 the Study and Consultancy Fund (SCF) has evolved to a total budget of 4.75million EUR. By the end of 2019, the total budget execution rate stood at 94%. Since the specific agreement comes to an end in August 2020, the remaining balance of 278,063 Euros should have been spent or committed before the end of the SA.

National execution official ¹ Mr. Fred TWESIIME	Enabel execution official ² Bart HOREMANS
	

¹ Name and Signature

² Name and Signature

Enabel, Belgian Development Agency
27/02/2020

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2 Context

2.1 General context

In 2002 the Government of Uganda and the Government of the Kingdom of Belgium created the Study and Consultancy Fund in order:

- to improve and accelerate the implementation of the Cooperation,
- to promote evidence-based policy inputs and programming in the development cooperation

The Fund aims at enhancing the institutional capacity in Uganda in support of the prioritized sectors of the Ugandan-Belgian Cooperation on the one hand and the preparation of the Indicative Development Cooperation Programme and the implementation of the Paris Declaration on Aid Effectiveness on the other hand.

The Study and Consultancy Fund has continuously evolved through replenishments from the different IDCPs. The total budget is now at 4.750.000 EUR with four exchange of letters over the last 16 years of implementation.

Below are the evolutions:

- The Specific Agreement on the Creation of a Belgo-Ugandan Study and Consultancy Fund was signed on the 8th of August 2002 with total budget of 750.000 EUR for a duration of 4 years ending August 2006;
- First exchange of letters was under the IDCP 2005 – 2008 done on 3 July and 31 October 2006 extending the validity with 3 more years ending August 2009 and increasing the grant of the agreement up to 1.250.000 EUR;
- Second exchange of letters was under the IDCP 2009 – 2012 done on 06 November 2009 and 02nd December 2009 extending the validity with 4 more years ending August 2013 and increasing the grant of the agreement up to 3.250.000 EUR;
- The third exchange of letters was under the IDCP 2013-16 done on 25th and 28th November 2013 which extended the Specific Agreement for duration of 5 years ending 8th August 2018 and increasing the grant of the agreement up to 4.750.000 EUR.
- In 2018, the fourth exchange of letters were finalised and signed on 23rd February and 9th April 2018 until **8th August 2020**. The specific agreement was extended for additional two years without additional budget. This extension was to allow sufficient time for approval of new proposals (studies), implementation of ongoing and new studies and closure procedure of Study and Consultancy Fund.

In consideration that the implementation of the current IDCP 2013-2016 comes to an end June 2021, the Study and Consultancy Fund focussed its attention to play complementary and added value to the other interventions in dealing with exist strategy and sustainability issues. The Study and Consultancy Fund is being used to finance a study that will provide solutions to ensure sustainability of the interventions in NTCs and while the National Instructor College Abilonino (NICA) study is coming up with exit strategy to ensure future sustainability of the college. Supported technical study in health sector “Client Satisfaction in Health Sector Survey” in support of results based financing. In the Public sector, the support to develop capacity building framework for the public sector will influence policy and guarantee continuity of Enabel intervention on Support to Development of Human Resources (SDHR).

2.2 Management context: execution modalities

The Study and Consultancy Fund is implemented partly under **joint responsibility** of Government of Uganda and Enabel (co-management) and direct management by Enabel (own management).

The fund is managed on day-to-day basis by the Commissioner, Development Assistance and Regional Cooperation (DARC), MoFPED and on the side of Enabel, Monitoring and Evaluation Officer. Both Enabel and MoFPED provide technical support during proposal

writing and implementation of the interventions.

The Technical Team of study and consultancy fund¹ did not have regular meetings in 2019. However, this role was taken up by the Supervising Officers from Ministries, Departments and Agencies (MDAs) to ensure smooth implementation and avoid delays which come with convening meetings. The frequency of **steering committee meetings increased** in 2019 and most decisions were being taken at this level with guidance of the Supervising Officers.

The Enabel procurement unit has continued to support in the procurement process by ensuring that procedures are followed and thus enabling smooth tendering process. In 2019, the four tenders were launched and three successfully awarded.

2.3 Harmo-context

Building synergies within and outside Belgian cooperation and collaboration with other development partners where synergies exist has remained an area of emphasis under study and consultancy fund.

Enabel supported National Instructors' College Abilonino (NICA) in a holistic way in areas of infrastructure development, workshop equipment, pedagogy and institutional development. However, infrastructure works and equipment were implemented towards the end of the project. Currently VVOB is implementing a programme in the Business, Technical and Vocational education and training (BTVET) sector in Uganda where NICA is one of the beneficiaries entitled 'Strengthening Professional Development of BTVET Instructors'. VVOB is collaborating with Ministry of education and Sports (MoES) and Enabel on a study to ensure NICA becomes Centre of Excellence 'Identification of the Future Strategies needed to Support NICA in becoming a Centre of Excellence for Instructor Training in Uganda'. In this collaboration, VVOB will benefit from the results of the study during the implementation of their program.

The Study and Consultancy Fund has maintained **synergies with other Enabel interventions through technical support** in terms of support to the beneficiary ministries and their agencies in proposal writing, fine tuning of terms of reference and quality control of ongoing studies. The International Technical Advisors have been involved in all studies related to their sectors. The Teacher Training and Education (TTE) project team have supported the MoES to conceptualise and conduct the following studies: Gender based violence, Teacher, Instructor Education and Training (TIET) strategy development and financial sustainability of NTCs. In collaboration with SDHR intervention, Ministry of Public Service is being supported to formulate Capacity Building Framework and Plan for the public service. This study is complementary to the work being done by the SDHR intervention.

The Health interventions have been instrumental during the drafting of the terms of reference, selection of consultants and quality control for the three studies being implemented by the MoH.

In terms of alignments, all studies are in support of existing policies and strategies both in the education and health sectors. In health, we supported the implementation of Health Sector Development Plan, National Financing Strategy (NFS) and result-Based Financing framework.

The Government of Uganda has been in the process of introducing a National Health Insurance Scheme (NHIS) since 2002. As a means of ensuring smooth implementation of one of the components of the health financing reform, the Ministry of Health (MoH) supported the introduction of Community-based Health Insurance Schemes in Uganda dating way back in the 1990's. The purpose was to develop learning lessons that would support and inform NHIS implementation. Under the Study and Consultancy Fund, a study

¹ Technical team consists of members from Enabel, MDAs planning departments, MoFPED and the Embassy of Belgium

on the Feasibility Analysis of Community Based Health Insurance Scheme Structures and their integration in the National Health Insurance Scheme will be conducted.

Within the education sector, synergies, harmonisation and alignment exist in relation to support provided in the reform process of the Skilling Uganda Strategy, the Education Gender Policy, and the Teacher Education Policy.

The MoES has adopted different policies and frameworks related to teacher education (Teacher Policy, Harmonization Framework for Teacher Education, Teacher Incentive Framework, Teacher Social Dialogue Framework etc), which leads to the necessity to align the TIET Strategic Plan with them, so that all documents reflects one vision on Teacher Education. In this context, with support from Study and Consultancy Fund, the MoES is developing a 10 years Strategic Plan for the TIET Department.

3 Analysis of progress made

3.1 Studies

3.1.1 Progress of studies

Progress of studies ²	A	B	C	D	Comments (only if the value is C or D)
Development of diagnosis related group & ambulatory patient groups based payment mechanism			√		Completed although encountered delays Study tour to Thailand was delayed due to protocol arrangements
Client Satisfaction Survey Assessment Tool for the Health Sector		√			Completed
The Patient Safety Study		√			Completed
A baseline study on Gender Based Violence in the NTCs and BTVET institutions in Uganda			√		Completed although had delays. Ethical (IRB) approval was not foreseen in the contract timeline Poor performance of national consultant Delay in negotiating data processing agreement
Identification of strategies to support NICA in becoming a Centre of Excellence for training instructors in Uganda		√			Study ongoing, final draft report being validated
Impact Evaluation Study for Study and Consultancy Fund	√				Completed
Capacity Building Framework and Plan for Public Service in Uganda			√		Delay in data collection due to methodologically issues
Develop A 10 Years Strategic Plan for Teacher/Tutor, Instructors Education and Training (TIET) Department	√				Draft strategy was submitted and presented in validation meeting in January 2020
Identification of costed scenarios to ensure the financial sustainability of the National Teachers' Colleges (NTCs) in Uganda	√				Data collection is completed and preparing draft report
Feasibility Analysis Community Based Health Insurance Scheme Structures and their integration in the National Health Insurance Scheme				√	Serious delay due to non-award. TOR will be revised and tender re-launched

² A: Ahead of schedule
B: On schedule
C: Delayed, corrective measures are required.
D: Seriously delayed (more than 6 months). Substantial corrective measures are required.

3.1.2 Analysis of studies completed

Title of study:	Development of Diagnosis Related Group & Ambulatory Patient Groups Based Payment Mechanism
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The study was organised for the Ministry of Health. The health sector in Uganda is undertaking several health financing reforms over the medium term. Key among these reforms is the operationalization of the National Health Insurance Scheme (NHIS). It is envisaged that under the NHIS fund, there will be provisions for prospective payment to accredited providers. The health sector will develop and facilitate the adaptation of Diagnosis related Groups (DRGs) and Ambulatory Patient Groups (APGs) for Uganda and use these for making prospective payments to providers under the NHIS fund.
<i>Have the studies been used as intended?</i>	It is used as a basis for resource allocation to Hospitals under the Results Based Financing (RBF) Framework.
<i>To what did the study contribute?</i>	These DRGs and APGs for Uganda will inform design of blended provider payment mechanisms for hospitals when the NHIS law is adopted
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The study has stimulated other Health Development Partners like World Health Organisation to consider supporting the MOH on systems building for NHIS.

Title of study:	Development and Piloting A Client Satisfaction Assessment Tool for the Health Sector in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The study was organised for the Ministry of Health. Client satisfaction is one of the key performance indicators for the Health Sector Development Plan. Despite being a key performance indicator, regular and objective monitoring of client satisfaction with health services remains a challenge in the health sector in Uganda. The sector had to rely on the public service delivery survey for data on the indicator. The Ministry of Health is proposing to develop a tool that can be used to objectively monitor client satisfaction on a regular basis.
<i>Have the studies been used as intended?</i>	Yes, the study was used as a baseline by MoH. Two- yearly survey will be conducted to measure the progress in terms client satisfaction by the MoH.
<i>To what did the study contribute?</i>	The study contributes to the Health Sector Development Plan implementation
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	none

Title of study:	Survey on Patient Safety Practice in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Commissioned by the Ministry of Health, the Patient Safety Study will determine the magnitude of the patient safety problem in Uganda and generate data for the development of evidence based patient safety strategies in the health sector in Uganda. Data on Patient safety management among healthcare workers and their mitigation measures remain scarce in most of sub- Saharan Africa and Uganda in particular. Like other developing countries, Uganda lacks evidence based information on Patient Safety Practices and health facility compliance to safety standards, yet this is vital if progress is to be made in this area

<i>Have the studies been used as intended?</i>	The study is being used to develop Patient Safety Policy Guidelines. The concept note for this guideline is in place
<i>To what did the study contribute?</i>	Patient safety study is important for the development and the enforcement of uniform standards and guidelines for patient safety provided across tiers owned by both public and private providers
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The study protocol went through ethical (IRB) approval which makes the study more relevant and authentic document for both government, partners and other stakeholders The study is being used to develop Patient Safety Policy Guidelines

Title of study:	Baseline study on Gender Based Violence in National Teachers Colleges and Business, Technical and Vocational Education and Training (BTVET) Institutions in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The MoES intends to focus this study on the National Teachers Colleges (NTCs) and BTVET institutions since in the past they have worked on the prevalence of violence in primary and secondary education only. This baseline study will serve as a starting point for developing policies, guidelines and tools in order to ultimately contribute to violence prevention and response and gender responsive learning environments , specifically for NTCs and BTVET institutions.
<i>Have the studies been used as intended?</i>	Yes, the study provided baseline data on magnitude of GBV in BTVET institutions and National Teachers' Colleges. This data will form a basis for policy formulation and awareness raising on GBV
<i>To what did the study contribute?</i>	It will contribute to policy formulation in relation to violence prevention and response and gender responsive learning environments, specifically for NTCs and BTVET institutions. It has contributed to the creation of materials on GBV and awareness raising on GBV issues. The data has been used for awareness raising at the institutional level as well as the national levels
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The study result is being used to develop interventions to tackle GBV in colleges and institutions. The study protocol went through IRB approval which makes the study more relevant and authentic document for both government, partners and other stakeholders.

Title of study:	Identification Of Strategies to Support NICA In Becoming a Centre of Excellence for Training Instructors in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	This study was commissioned by the TIET department at the MoES. The purpose is to undertake a thorough situational analysis of the National Instructors' College of Atilonino, which will be used to inform the Enabel, the MoES and other Education Development partners about the technical expertise and funds needed to further develop the Instructor Training at NICA and to support NICA in becoming a Centre of Excellence for Instructor Training in the BTVET sub sector.
<i>Have the studies been used as intended?</i>	Study still on going
<i>To what did the study contribute?</i>	This study will be used to determine the role of NICA in today's public and private BTVET sectors, and to propose feasible, efficient and sustainable strategies to make it become a Centre of Excellence for Instructors training, able to support the Skilling Uganda National Strategy (Soon to be revised based on the TVET Policy 2019)

	This study should also contribute to development of new VVO program in Uganda on 'Strengthening Professional Development of BTVET Instructors' where one of the target institution will be NICA.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	None

Title of study:	Impact Evaluation Study for Study and Consultancy Fund
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	This study was commissioned by the Steering Committee of Study and Consultancy Fund. The impact evaluation assessed the value of the results achieved and the whole of the implementation process of Study and Consultancy Fund.
<i>Have the studies been used as intended?</i>	The recommendations of the study will be taken into consideration during the preparation of the next country portfolio. As a way of increasing the impact of Study and Consultancy, some of recommendations i.e development of costed implementation plan are being implemented through the on going studies
<i>To what did the study contribute?</i>	The study proposed future modalities and focus for the Study and Consultancy Fund and how the fund can be made more attractive and better focused in the new country portfolio
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	None

Title of study:	Capacity Building Framework and Plan for Uganda Public Service
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Ministry of Public Service (MoPS) is mandated to develop, manage and administer human resource policies, management systems, procedures and structures for the public service. Within its mandate, the MoPS is developing a Capacity Building Framework and plan to provide a conceptual guide to other Government Ministries, Departments, Agencies and Local Governments on systematic planning and programming of capacity building initiatives in the Public Service. In order to do this, the MoPS will undertake a capacity needs study in the public service. This will assist in the identification of capacity gaps and the development of a capacity building plan geared towards bridging the gaps
<i>Have the studies been used as intended?</i>	The inception phase was finalised, and started data collection on capacity needs.
<i>To what did the study contribute?</i>	Not able to evaluate yet.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The sample selection and size has kept changing from the original conservative sample to bigger sample which may delay further data collection. Methodology for data collection have been adapted to fit data collection timeframe within study timeframe.

Title of study:	Develop a 10 years Strategic Plan for Teacher/Tutor, Instructors Education and Training Department
<i>Describe, in a few sentences, for who the study was organised, and what it</i>	The Ministry of Education and Sport has been implementing the TIET Strategic management plan, for the period July 2015 – June 2020. This strategic

<i>was about</i>	<p>management plan is coming to an end soon and a new plan needs to be developed.</p> <p>At the same time, over the years, the Ministry of Education and Sports has adopted different policies and frameworks related to teacher education (Teacher Policy, Harmonization Framework for Teacher Education, Teacher Incentive Framework, Teacher Social Dialogue Framework ...), which leads to the necessity to align the TIET strategic plan with these frameworks, so that all documents reflects one vision on teacher education.</p> <p>In this context, the MoES and more specifically the TIET Department decided to develop a 10 years Strategic Plan for TIET Department.</p>
<i>Have the studies been used as intended?</i>	Document is at draft stage. The draft Strategy was presented to stakeholders in January 2020. To be finalised in March 2020.
<i>To what did the study contribute?</i>	The study is intended to enable TIET fulfil its mandate in teacher education through support to the implementation of their new policies and frameworks.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	none

Title of study:	Identification of Costed Scenarios to Ensure Financial Sustainability of the National Teachers' Colleges in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	<p>National Teachers' Colleges (NTCs) are not funded sufficiently to cover the cost of inputs in order to get good outputs/outcomes. All these colleges are mainly dependent on the meagre intermittent grants from government and the paltry fees collection from students for their budget instead of having diversified sources.</p> <p>The Ministry of Education and Sports is therefore conducting a study on costed scenarios on possible complementary and alternative revenue sources that could be adopted to ensure financial sustainability of NTCs in Uganda as they fulfil their core mandate of producing quality teachers for lower secondary education.</p>
<i>Have the studies been used as intended?</i>	Not yet, the study is still in data collection phase.
<i>To what did the study contribute?</i>	When completed, the study will be used by the NTCs to implement different interventions to enable them to become financially sustainable.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	None

Title of study:	Feasibility Analysis Community Based Health Insurance Scheme Structures and their Integration in the National Health Insurance Scheme
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	<p>The Ministry of Health (MoH) is developing National Health Insurance Scheme (NHIS) as one of the key means to achieving Universal Health Coverage (UHC).</p> <p>Meanwhile, the Uganda Community Based Health Financing Association a network of Community Based Health Financing (CBHF) initiatives in Uganda, formed in 1998, has been implementing 23 Community Based Health Financing Schemes located in 13 districts of Central and Western Uganda covering about 150,000 beneficiaries. The MoH has the desire to learn from the above schemes to feed into the NHIS.</p>

	The objective is to determine whether and how the existing CBHIS can be integrated into the proposed NHIS.
Have the studies been used as intended?	Not yet
To what did the study contribute?	The feasibility study is therefore one of the important studies that will inform the policy makers and other key stakeholders on how the existing CBHIS will fit in the NHIS framework to promote easy access, community participation, ownership and efficiency in providing Insurance services to the communities.
Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?	none

3.2 Budget execution

Since 2002 the study and consultancy fund has evolved to total budget of 4.75million EUR and by end of 2019, the total budget execution rate stood at 94% as shown in figure 1. This execution rate leaves a total balance of EUR 278,064 available for both committed studies and available for new studies.

The table below show the detailed commitments for the ongoing studies and operational/administrative costs. Out of the total balance of EUR 278,063 mentioned above, EUR 211,636 is committed to ongoing studies and operational costs. Therefore, the available budget as of end of 2019 is EUR 66,427. However, only **EUR 42,957** can be allocated to **new studies**, the rest are for other administrative costs.

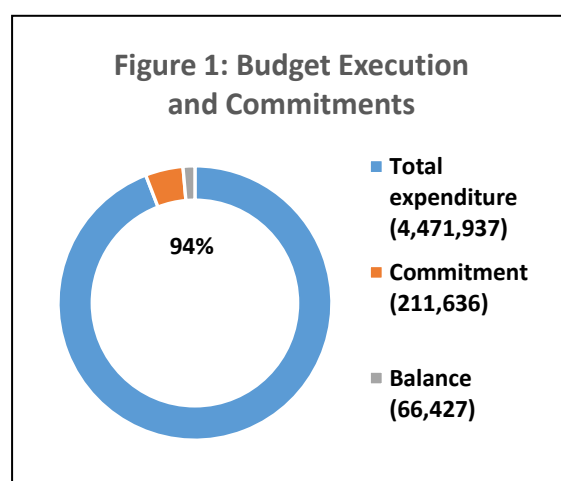


Table 2: Commitments as of 2020

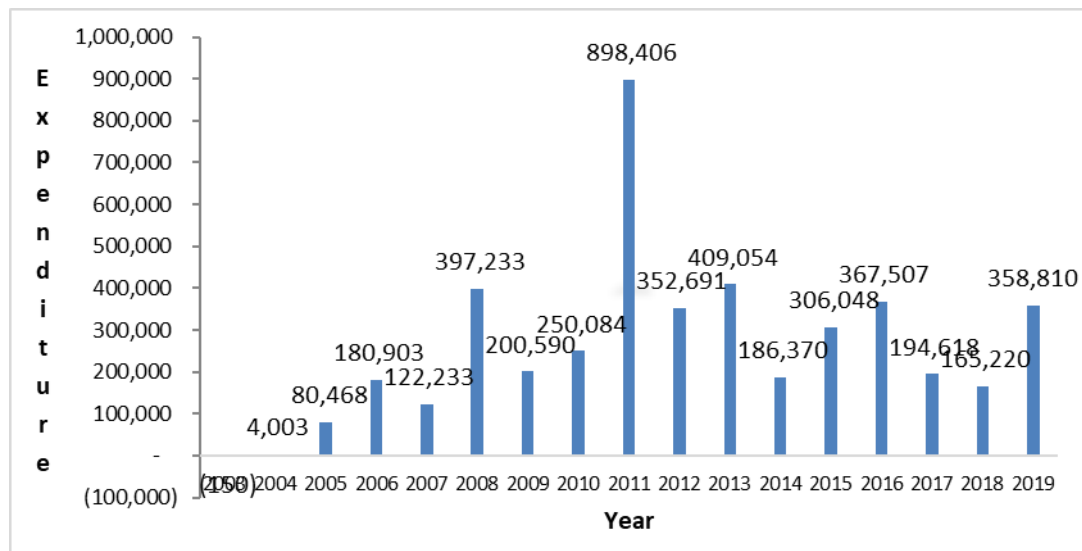
Budget Line	Study	Budget amount	Amount spent	Commitment 2020	Balance
A_18_13	Patient Safety Study	64,898	61,229	3,669	0
A_18_14	Client Satisfaction Survey	115,766	111,539	4,227	0
A_21_15	Gender Based Violence Study	108,805	104,184	4,621	0
A_18_22	Identification of Strategies NICA	76,620	38,266.46	38,354	0
A_18_23	Costed Scenarios to Ensure Financial Sustainability of NTCs	38,000	6,814.65	31,185	0
A_18_24	10 years Strategic Plan for TIET Department	19,000	2,827.44	16,173	0
A_18_26	Develop Capacity Building Framework and Plan for Public Service	70,000	12,200.00	57,800	0
A_18_15	Feasibility Analysis of CBHIS	37,474	0.00	37,474	0
	Administrative costs				0
Z_01_01	Balance for new studies	39,493	7,470	-	32,023
Z_01_02	Balance new studies and administrative	156,936.00	146,002.00	-	10,934
Z_02_01	Project Accountant	40,000	39,728.00	3,803	(3,531)
Z_02_02	Fund Management	50,000	3,078	14,331	32,591
	Variances from other budget lines				(5,590)
Total		816,992	533,338	211,636	66,427

Figure 2 shows the yearly evolution in Study and Consultancy Fund expenditures since 2003 when the Study and Consultancy Fund became active.

There was an increase (doubled) in execution rate in 2019 compared to the last two years. Some of the reasons being:

1. 6 of the 10 studies were carried forward from 2018 with 3 having submitted draft reports.
2. Better coordination and follow up of implementation of the studies.
3. Early approval of new studies enabling procurement and start of implementation in 2019.
4. Fast tracked procurement of consultants. Only 1 study had failed procurement.

Figure 2: Yearly evolution in Study and Consultancy Fund expenditures (2003 to December 2019)



For the year 2020, the approved and ongoing studies amounts to approximately 230,100 Euros. With the remaining balance of 47,964 Euros, one or two new studies are still expected to be approved and implemented during the course of the year 2020. The specific agreement expires in August 2020 and therefore the need to expedite the implementation of the studies in the remaining 6 months.

3.3 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score³ to the following criteria

Relevance: The degree to which studies and expertise are in line with local and national priorities

Efficiency: Degree to which studies and expertise have been executed on time and on budget.

Effectiveness: Degree to which studies and expertise actually contribute to their intended objectives

³

- A: Very good performance
- B: Good performance
- C: Performing with problems, measures should be taken
- D: Not performing/ having major difficulties: measures are necessary

If a criterion cannot be assessed (e.g. because the intervention has only just started), attribute the criteria with an 'X' score. Explain why the criterion has not been assessed.

Criteria	Score
Relevance	A
Efficiency	B
Effectiveness	A

Relevance: The Study and Consultancy Fund has been very relevant in addressing needs of MDAs in the following ways:-

- The Study and Consultancy Fund is the major source of funds for studies in MDAs where Government funding for such interventions is limited;
- generation of evidence to support informed decision and policy making;
- provision of feedback on programme and institutional performance;
- and the need for capacity building support for MDA staff and systems and linkages of studies supported by the Study and Consultancy Fund with IDCP.

The impact evaluation mission revealed that of the different approaches used by the Study and Consultancy Fund to support MDAs, policy formulation and strategy development followed by Identification studies were found most relevant. These were followed by Operational Studies linked to IDCP/Enabel interventions and Technical Assistance. Training events, study tours, retreats, workshops and conferences may have had demand but were the least effective as results are hard to measure.

Efficiency: The Study and Consultancy Fund implementation efficiency has been improving over time but remains average as explained below.

- The impact evaluation mission found that 33 products of Study and Consultancy Fund interventions they examined were largely of good quality. The quality improved due to better supervision of consultants and hire of technical experts to oversee such studies. Of the 33 interventions with full information on implementation, 84.8%) or 28 studies had at least some recommendations implemented by MDAs.
- Fund absorption greatly improved during 202-2016 period. Results show that total expenditure of the Study and Consultancy Fund was at Euros 4,505,523.98 or 95% of committed funds, leaving a balance of Euros 242,476.02 unspent and uncommitted. Of the total expenditure of the Study and Consultancy Fund, 57% were spent during 2010-2016 period, followed by 26% during 2003-2009 period and 17% during 2017-2019 period. This improved fund absorption was attributed to increased demand of the Study and Consultancy Fund support which resulted into many interventions being supported.
- However, the evaluation also noted that a greater percentage of Study and Consultancy Fund interventions (75.8%) were never completed on time. While there was improvement in time it takes to complete studies during 2010 to 2016 period compared to 2003-2009 period, studies were still not completed in time. Studies lasted about 9.7 months to be completed compared to contract period of 4.18 months. This implies studies delayed by about 5.43 months during 2010-2016 compared to a delay of 8.3 months for the period before 2010. Other challenges or gaps affecting efficiency of the Study and Consultancy Fund included: lack of full-time staff to oversee its activities; delayed decision making etc.

Effectiveness: The objective of Study and Consultancy Fund is enhancing the institutional capacity in Uganda in support of the prioritized sectors of the Ugandan-Belgian Cooperation on the one hand and the preparation of the Indicative Development Cooperation Programme and the implementation of the Paris Declaration on Aid Effectiveness on the other hand.

The impact evaluation study carried out in 2019 indicated that "Study and Consultancy Fund has performed very impressively on achievement of its broad objective. Evidence shows that the institutional capacity of MDAs in support of the prioritized sectors has been enhanced. The key results/ achievements that demonstrate this are:

- sectoral resource mobilization has improved,
- staff capacities have been enhanced and
- coordination with other development partners and within Enabel has improved.
- The SCF also provided evidence-based information that supported the implementation of the Ugandan-Belgian cooperation”.

3.4 Risk management

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risks	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total ⁴	Action(s)	Resp.	Deadline	Progress	Status
Delay in implementation of some studies and yet specific agreement expires in August 2020	2019	Operational	Medium	Medium	Medium	Keen monitoring of data collection for capacity needs assessment and capacity building framework. Fast track procurement for CBHIS consultancy.	Enabel/ MoPS	31/03/2020	Data collection initiation meeting was held, Introduction letter has been prepared and team allocated tasks and data collection commenced. TOR needs to be reviewed and tender re-launched immediately	On-going
There might be fund balance (some arising from completed studies) which may not be spent	2019	Operational	Low	Low	Low	Commit the fund balance to reduce the amount of fund which may remain uncommitted at the end of the specific agreement.	Enabel/ MoFPED	31/03/2020	New studies being requested for submission	On-going
Underestimate of turnaround time of contract without considering the necessary	2018	Operational	Medium	Medium	medium	Estimation of paid days spread within realistic turnaround period in the	Enabel/ MoFPED	immediate	On going	On-going

4

Potential impact	High	B	C	D
	Medium	A	B	C
	Low	A	A	B
		Low	Medium	High
Probability				

technical and administrative reviews and approval processes of the deliverables						contract. For already signed contracts, turnaround period adapted during the inception phase				
There is compromise of team responsibility, poor collaboration and lack of adherence to timelines when consultants are contracted individually as opposed firms/companies	2018	Development	Medium	High	High	Recruitment of firms or companies or self-teamed up consultants	MDAs	immediate	For new studies no individual recruitment of consultants	On-going
Lack of clear strategy to implement the concluded studies	2018	Development	Medium	Medium	medium	The final reports of studies should include implementation strategy with practical action plans. The development of this strategy/action plan should be supported by the study consultants	MDAs/ Consultant	2019 onwards	Starting with ongoing studies	On-going
Lack of funds for follow up on concluded studies	2012	Development	High	Medium	medium	Ensuring that requests clearly indicate how the results will be utilized and funding source	MoFPED	Immediately	Most studies have embedded in them how the results will be utilised. The guidelines mandate applicants to indicate how the study will be useful. However, this has not guaranteed its utilisation.	On-going
Low capacity of some of the MDAs to prepare quality proposals and terms of reference and technically follow the implementation of the studies.	2016	operational	medium	medium	medium	Collaboration with Enabel ITA to support preparation of ToR and review study report -Hire consultant to fine-tune TOR and provide technical support during implementation of studies.	MDAs/ Enabel/ MoFPED	immediate	New studies have been supported	On-going

4 Steering and Learning

4.1 Action Plan

Action plan	Source	Actor	Deadline
<i>Description of the action/decision to be taken</i>	<i>The sub-chapter to which the action/decision refers (e.g. 3.2.3)</i>	<i>The person responsible for taking the decision/taking action</i>	<i>e.g. Q1, Q2, Q3 or Q4 of year N+1</i>
Commit the available fund (42,95700€)	3.3 & 3.5	Enabel/EoB/MoFPED	31/03/ 2020
Fast track implementation of on-going studies	3.5	MDAs/Enabel	30/06/2020
Continue with visibility activities for the Study and Consultancy Fund e.g. success stories, dissemination of products, newsletter etc	3.4	Enabel Comm.Officer	Continuous
Take into consideration the recommendations of Impact evaluation study during the preparation of the next country portfolio	3.1 & 3.4	MoFPED/Enabel	July 2020
Ensure that recommendations are translated into action plans with specified timelines and costs for easy implementation by MDAs	3.3 & 3.5	MoFPED/Enabel	Immediately
Plan for proper closing of Study and Consultancy Fund (archives)		MoFPED/Enabel	May 2020

4.2 Lessons Learned

Lessons learned	Target audience
Description of the lesson learned.	The audience that may be interested in the lesson learned.
Extending support to studies which are addressing sector-wide needs and challenges is a solid foundation and catalyst for impacting sectors and addressing such challenges in a sustainable manner	Enabel/EoB/MoFPED
The SCF provides opportunities for country policy ownership and to build institutional capacity under the condition that there is an active involvement of government officials during the implementation	Enabel/EoB

<p>Policy-related interventions of the SCF and technical studies linked to the on-going Enabel interventions are more effective and impactful than technical/operational studies not linked to these interventions. Policies have greater chances of attracting funding and being implemented compared to interventions with no strategic and long term objectives. Operational studies linked to the Enabel interventions have greater chances of success as they are easily implemented due to available funds and human resources to follow-through such recommendations</p>	<p>Enabel/EoB/MoFPED</p>
<p>Not all recommendations generated by a given study can be implemented by MDAs. All studies normally generate several recommendations some of which are beyond the mandate, financial and technical capacity of the targeted sectors. This limits their implementation. Therefore it would be good to obtain a firm commitment from the MDAs involved on which recommendations they will effectively work upon</p>	<p>Enabel/EoB/MoFPED</p>
<p>There is limited capacity of MDAs to develop proposals supportive of their study application and terms of reference for consultants. Technical support is always necessary during this process</p>	<p>Enabel/MoFPED</p>

5 Annexes

“Budget versus current (y – m)” Report

Budget					Expenditure	Variance			Q1 2020	Q2 2020		Total Exp &	
Budget Lines	Descriptions	Budget A	Budget B	Total Budget	Expend	Variance	Mod	Execu	Planned	Planned	Total	Planned	Variance
UGA/01/004_A0101	Migration UBW: Allocated Funds	5,000	-	5,000.00	5,015.13	(15.13)	COG	100.3%			-	5,015	(15)
UGA/01/004_A0201	Migration UBW: Professional Fees	80,448	-	80,448.00	80,409.60	38.40	COG	100.0%			-	80,410	38
UGA/01/004_A0202	Migration UBW: Travels	4,642	-	4,642.00	4,641.78	0.22	COG	100.0%			-	4,642	0
UGA/01/004_A0203	Migration UBW: Workshops and Meetings	3,882	-	3,882.00	3,913.58	(31.58)	COG	100.8%			-	3,914	(32)
UGA/01/004_A0204	Migration UBW: Report/Communication/Administration	2,458	-	2,458.00	2,458.07	(0.07)	COG	100.0%			-	2,458	(0)
UGA/01/004_A0205	Migration UBW: Miscellaneous	2,240	-	2,240.00	2,240.37	(0.37)	COG	100.0%			-	2,240	(0)
UGA/01/004_A0206	Migration UBW: Perdiem Accomodation	902	-	902.00	901.84	0.16	COG	100.0%			-	902	0
UGA/01/004_A0301	Migration UBW: Personnel Fees	49,895	-	49,895.00	49,895.00	-	COG	100.0%			-	49,895	-
UGA/01/004_A0302	Migration UBW: Aircraft Expenses	167	-	167.00	166.67	0.33	COG	99.8%			-	167	0
UGA/01/004_A0303	Migration UBW: Travel Ecosystems	1,038	-	1,038.00	1,038.44	(0.44)	COG	100.0%			-	1,038	(0)
UGA/01/004_A0304	Migration UBW: Purchasing Hiring Equipments	106	-	106.00	106.48	(0.48)	COG	100.5%			-	106	(0)
UGA/01/004_A0305	Migration UBW: DSA for UBOS Ministry of Agriculture Field Staff	2,368	-	2,368.00	2,368.04	(0.04)	COG	100.0%			-	2,368	(0)
UGA/01/004_A0306	Migration UBW: Transport for Field Verifications	1	-	1.00	-	1.00	COG	0.0%			-	-	1
UGA/01/004_A0307	Migration UBW: Miscellaneous	106	-	106.00	106.48	(0.48)	COG	100.5%			-	106	(0)
UGA/01/004_A0401	Migration UBW: Transportation of participants	26,465	-	26,465.00	26,465.32	(0.32)	COG	100.0%			-	26,465	(0)
UGA/01/004_A0501	Migration UBW: Support for ENRS SWAP/SIP project	43,213	-	43,213.00	43,212.75	0.25	COG	100.0%			-	43,213	0
UGA/01/004_A0601	Migration UBW: Local Government Capacity Building support	39,006	-	39,006.00	39,006.32	(0.32)	COG	100.0%			-	39,006	(0)
UGA/01/004_A0701	Migration UBW: Re Organisation of MoLG	29,066	-	29,066.00	29,066.35	(0.35)	COG	100.0%			-	29,066	(0)
UGA/01/004_A0801	Migration UBW: Social Economy, Local Economic Development (MoLG)	55,851	-	55,851.00	55,851.07	(0.07)	COG	100.0%			-	55,851	(0)
UGA/01/004_A0901	Migration UBW: Evaluation and Identification of KSP I II	42,763	-	42,763.00	42,763.20	(0.20)	COG	100.0%			-	42,763	(0)
UGA/01/004_A1001	Migration UBW: UBOS Phase II	38,049	-	38,049.00	38,049.25	(0.25)	COG	100.0%			-	38,049	(0)
UGA/01/004_A1101	Migration UBW: Payments to Health Centers and Medical Bureaus	17,909	-	17,909.00	17,909.01	(0.01)	COG	100.0%			-	17,909	(0)
UGA/01/004_A1301	Migration UBW: Development of an Environmental Sensitivity Atlas	60,621	-	60,621.00	60,621.18	(0.18)	COG	100.0%			-	60,621	(0)
UGA/01/004_A1401	Migration UBW: Consultancy for an integrated Information and document Mgt. system for Education Service Commission	65,904	-	65,904.00	65,904.21	(0.21)	COG	100.0%			-	65,904	(0)
UGA/01/004_A1502	Migration UBW: Energy Supply	48,813	-	48,813.00	48,812.90	0.10	COG	100.0%			-	48,813	0
UGA/01/004_A1601	Migration UBW: Procurement Training	126,570	-	126,570.00	126,570.33	(0.33)	COG	100.0%			-	126,570	(0)
UGA/01/004_A1701	Migration UBW: Sensitization Workshop	9,073	-	9,073.00	9,073.25	(0.25)	COG	100.0%			-	9,073	(0)
UGA/01/004_A1801	Migration UBW: Review of the supervision mechanism in the health sector	32,241	-	32,241.00	32,240.45	0.55	COG	100.0%			-	32,240	1
UGA/01/004_A1802	Migration UBW: Study of client satisfaction with health services	40,381	-	40,381.00	40,380.62	0.38	COG	100.0%			-	40,381	0

UGA/01/004_A1803	Migration UBW: Evaluation of impact of decentralization of health services	19,600	-	19,600.00	19,600.48	(0.48)	COG	100.0%			-	19,600	(0)
UGA/01/004_A1804	Migration UBW: Health facility survey	32,171	-	32,171.00	32,171.16	(0.16)	COG	100.0%			-	32,171	(0)
UGA/01/004_A1807	Migration UBW: Costing of HSSP III	16,225	-	16,225.00	16,225.04	(0.04)	COG	100.0%			-	16,225	(0)
UGA/01/004_A1808	Migration UBW: Technical assistance for development of strategic and work plans	99,660	-	99,660.00	99,661.47	(1.47)	COG	100.0%			-	99,661	(1)
UGA/01/004_A1809	Migration UBW: Identification proposal for institutional support to PNFP	15,800	-	15,800.00	15,799.66	0.34	COG	100.0%			-	15,800	0
UGA/01/004_A1810	Migration UBW: Regulatory Impact Assessment for 2nd National Health Policy	19,750	-	19,750.00	19,753.66	(3.66)	COG	100.0%			-	19,754	(4)
UGA/01/004_A1811	Migration UBW: Strengthen Health Service Delivery	102,940	-	102,940.00	102,939.83	0.17	REG	100.0%			-	102,940	0
UGA/01/004_A1812	Migration UBW: Development of diagnosis related group ambulatory patient groups	86,195	-	86,195.00	79,691.13	6,503.87	COG	92.5%			-	79,691	6,504
UGA/01/004_A1813	Migration UBW: Survey on patient safety practice in uganda	64,898	-	64,898.00	61,299.73	3,598.27	COG	94.5%	3,598		3,598	64,898	-
UGA/01/004_A1814	Migration UBW: Development piloting of a client satisfaction assessment tool.	115,766	-	115,766.00	111,539.29	4,226.71	COG	96.3%	4,227		4,227	115,766	-
UGA/01/004_A1815	Implement study on Feasibility Analysis of CBHIS Structures and their integration in the National Health Insurance Scheme	-	37,474	37,474.00	-	37,474.00	REG	0.0%	11,242	26,232	37,474	37,474	-
UGA/01/004_A1901	Migration UBW: ENR and climate change studies on PEAP 5yr national plan	16,257	-	16,257.00	16,257.18	(0.18)	COG	100.0%			-	16,257	(0)
UGA/01/004_A1902	Migration UBW: Climate Change Policy	201,480	-	201,480.00	201,476.40	3.60	COG	100.0%			-	201,476	4
UGA/01/004_A2001	Migration UBW: Data Collection donor assistance at grass root level in districts	55,530	-	55,530.00	55,529.65	0.35	COG	100.0%			-	55,530	0
UGA/01/004_A2002	Migration UBW: Study to review the Aid Management Manual	33,210	-	33,210.00	33,207.98	2.02	COG	100.0%			-	33,208	2
UGA/01/004_A2003	Migration UBW: Design of a monitoring evaluation framework for MoFPED	63,371	-	63,371.00	63,370.76	0.24	COG	100.0%			-	63,371	0
UGA/01/004_A2004	Migration UBW: Study to ascertain artemia production in Western Uganda	96,757	-	96,757.00	96,757.37	(0.37)	COG	100.0%			-	96,757	(0)
UGA/01/004_A2005	Migration UBW: Final Evaluation of Bundibugyo Integrated Development Programme	77,827	-	77,827.00	77,827.14	(0.14)	COG	100.0%			-	77,827	(0)
UGA/01/004_A2006	Migration UBW: Child Rights Study and Protection Strategy	96,730	-	96,730.00	96,733.05	(3.05)	COG	100.0%			-	96,733	(3)
UGA/01/004_A2007	Migration UBW: Evaluation of Belgo-Ugandan Study and Consultancy Fund	31,410	-	31,410.00	31,414.17	(4.17)	COG	100.0%			-	31,414	(4)
UGA/01/004_A2008	Migration UBW: Gender Considerations in NDP	-	-	-	(166.81)	166.81	REG				-	(167)	167
UGA/01/004_A2009	Migration UBW: Environmental Considerations in NDP	-	-	-	2,328.41	(2,328.41)	REG				-	2,328	(2,328)
UGA/01/004_A2010	Migration UBW: Development of ME plan and tools	9,790	-	9,790.00	9,790.42	(0.42)	COG	100.0%			-	9,790	(0)
UGA/01/004_A2011	Migration UBW: Impact and Needs Assessment of Scholarships Programme	21,710	-	21,710.00	21,707.11	2.89	COG	100.0%			-	21,707	3
UGA/01/004_A2013	Migration UBW: UN DFC Symposium UGA	68,020	-	68,020.00	68,017.59	2.41	REG	100.0%			-	68,018	2
UGA/01/004_A2014	Migration UBW: Evaluation of Selected Sectors Attributed to ODA	76,090	-	76,090.00	76,092.26	(2.26)	COG	100.0%			-	76,092	(2)
UGA/01/004_A2015	Migration UBW: Evaluation of Technical Assistance to Uganda and Development of a Technical Assistance Policy	100,472	(30,913)	69,558.64	69,558.65	(0.01)	COG	100.0%			-	69,559	(0)
UGA/01/004_A2016	Migration UBW: Uganda Country Study for the Review of the EAC Customs Union Common External Tariff	154,000	(67,606)	86,394.45	86,394.45	-	COG	100.0%			-	86,394	-
UGA/01/004_A2017	Migration UBW: Impact Evaluation of Study Fund	30,700	-	30,700.00	22,558.85	8,141.15	REG	73.5%			-	22,559	8,141
UGA/01/004_A2101	Migration UBW: Retreat to formulate BTVET strategic Plan	720	-	720.00	718.91	1.09	COG	99.8%			-	719	1
UGA/01/004_A2102	Migration UBW: Training Modules for institutionalised leadership mentoring	181,158	-	181,158.00	181,158.35	(0.35)	COG	100.0%			-	181,158	(0)

UGA/01/004_A2103	Migration UBW: Formulation of BTJET skills devt strategy investment plan	263,947	-	263,947.00	263,947.16	(0.16)	COG	100.0%				-	263,947	(0)	
UGA/01/004_A2104	Migration UBW: Tracer Study in BTJET Sub Sector	59,885	-	59,885.00	59,885.13	(0.13)	COG	100.0%				-	59,885	(0)	
UGA/01/004_A2105	Migration UBW: Cost Assessment Study on BTJET Programmes in Uganda	97,353	-	97,353.00	97,352.56	0.44	COG	100.0%				-	97,353	0	
UGA/01/004_A2106	Migration UBW: Scoping and Analytical Study of In-company BTJET in Uganda	69,723	-	69,723.00	69,723.28	(0.28)	COG	100.0%				-	69,723	(0)	
UGA/01/004_A2107	Migration UBW: Needs Assessment BTJET	52,552	-	52,552.00	52,552.20	(0.20)	COG	100.0%				-	52,552	(0)	
UGA/01/004_A2108	Migration UBW: The 3rd ME of the Education QEI	225,090	-	225,090.00	225,089.33	0.67	COG	100.0%				-	225,089	1	
UGA/01/004_A2109	Migration UBW: Orientation Retreat for BTJET Task force	41,130	-	41,130.00	41,128.01	1.99	COG	100.0%				-	41,128	2	
UGA/01/004_A2110	Migration UBW: Education Sector Advisor	108,310	-	108,310.00	108,662.08	(352.08)	REG	100.3%				-	108,662	(352)	
UGA/01/004_A2111	Migration UBW: Management Advisor for the Reform Task Force	274,460	-	274,460.00	274,436.37	23.63	REG	100.0%				-	274,436	24	
UGA/01/004_A2112	Migration UBW: Harmonisation of curricular of National Teachers Colleges and the revised lower Secondary Schools	84,280	-	84,280.00	84,284.31	(4.31)	COG	100.0%				-	84,284	(4)	
UGA/01/004_A2113	Migration UBW: Assessment survey for effectiveness and efficiency of UBTEB examinations processes	124,673	(48,720)	75,952.68	75,952.67	0.01	COG	100.0%				-	75,953	0	
UGA/01/004_A2115	Migration UBW: Baseline study on Gender based violence in NTCs BTJET institutions	75,000	33,805	108,805.00	104,184.02	4,620.98	REG	95.8%	4,621			4,621	108,805	-	
UGA/01/004_A2116	Migration UBW: Identification of strategies to support Abilonimo becoming a centre of Excellence in the BTJET sector	76,620	-	76,620.00	38,266.46	38,353.54	COG	49.9%	30,000	8,354		38,354	76,620	(0)	
UGA/01/004_A2117	Implement a study on Identification of costed scenarios to ensure financial sustainability of the National Teachers' Colleges in Uganda	-	38,000	38,000.00	6,814.65	31,185.35	REG	17.9%	13,000	18,185		31,185	38,000	0	
UGA/01/004_A2118	Implement a study on Development of a 10 years strategic plan for teacher/tutor, instructors education and training department	-	19,000	19,000.00	2,827.44	16,172.56	REG	14.9%	16,173			16,173	19,000	-	
UGA/01/004_A2201	Migration UBW: Poverty Profiling - Kasese	82,050	-	82,050.00	82,050.25	(0.25)	COG	100.0%				-	82,050	(0)	
UGA/01/004_A2301	Migration UBW: Gender Considerations in NDP	33,620	-	33,620.00	33,622.09	(2.09)	COG	100.0%				-	33,622	(2)	
UGA/01/004_A2302	Migration UBW: Environment Considerations in NDP	28,750	(2,327)	26,423.31	26,423.30	0.01	COG	100.0%				-	26,423	0	
UGA/01/004_A2401	Develop capacity building framework and plan for Uganda public service	-	70,000	70,000.00	12,200.00	57,800.00	REG	17.4%	28,000	29,800		57,800	70,000	-	
UGA/01/004_B0101	Migration UBW: VAT Refund Regie	-	-	-	15,821.45	(15,821.45)	REG					-	15,821	(15,821)	
UGA/01/004_B0201	Migration UBW: VAT Refund Cogest	-	-	-	781.66	(781.66)	COG					-	782	(782)	
UGA/01/004_Z0101	Migration UBW: Balance for new studies	50,732	(11,239)	39,492.92	7,469.90	32,023.02	COG	18.9%				-	7,470	32,023	
UGA/01/004_Z0102	Administrative costs	140,910	16,026	156,936.00	146,002.24	10,933.76	REG	93.0%				-	146,002	10,934	
UGA/01/004_Z0201	Migration UBW: Project Accountant	58,500	(18,500)	40,000.00	39,728.94	271.06	REG	99.3%			3,803	3,803	43,532	(3,532)	
UGA/01/004_Z0202	Migration UBW: Fund Management	50,000	-	50,000.00	3,078.99	46,921.01	REG	6.2%			14,331	14,331	17,410	32,590	
UGA/01/004_Z1001	Migration UBW: Audit	20,000	(20,000)	-	-	-	REG					-	-	-	
UGA/01/004_Z1002	Migration UBW: Financial Management Reporting System	15,000	(15,000)	-	(151.20)	151.20	REG					-	(151)	151	
UGA/01/004_Z9932	Migration UBW: Contingencies/imprévis COG	-	-	-	-	-	COG					-	-	-	
UGA/01/004_Z9998	Migration UBW: Conversion rate adjustment REG	-	-	-	1,513.94	(1,513.94)	REG					-	1,514	(1,514)	
UGA/01/004_Z9999	Migration UBW: Conversion rate adjustment COG	-	-	-	(311.54)	311.54	COG					-	(312)	312	
		4,750,000	(0)	4,750,000.00	4,471,936.72	278,063.28			94.1%	110,861	100,705	211,566	4,683,502	66,498	
	Regie	943,840	160,805	1,104,645.00	910,796.79	193,848.21					73,036	92,351	165,387	990,183	46,442
	Co-Mgt	3,806,160	(160,805)	3,645,355.00	3,561,139.93	84,215.07					37,825	8,354	46,179	3,693,320	20,055
	Total	4,750,000	-	4,750,000.00	4,471,936.72	278,063.28				110,861	100,705	211,566	4,683,502	66,498	

5.1 Decisions taken by the JLCB and follow-up

Intervention Decision	Intervention Decision Date	Intervention Decision Source	Intervention Decision Action	Responsible Person	Intervention Decision Action Progress
Crosscheck what has been included in the EIMS in terms of capturing MoES employees data	23/08/2019	Steering Committee	Contact Enabel Program Manager on this issue	KATO Rose	Programme Coordinator was contacted but referred Study and Consultancy Fund management to World Bank.
Client Satisfaction Survey Assessment Tool needs to be integrated into HMIS or MoH finds solution for regularly conducting this survey.	23/08/2019	Steering Committee	Engage the MoH in a technical meeting to discuss the way forward, given the tool was not integrated in the HMIS and future regular surveys outside the HMIS seems unclear	KATO Rose	Requested for meeting with MoH, waiting for response from MoH
Allocate additional EUR 30,000 to the study on Capacity Building Framework and Plan for public service	23/08/2019	Steering Committee	Allocate additional EUR 30,000	NYONGEREZ A Flavia	Additional fund allocated in UBW
The remaining EUR 10,000 be used for dissemination of the report of the study on Gender-Based Violence in the NTCs and BTVET since this had not been planned for in the budget for the study	23/08/2019	Steering Committee	Part of remaining balance on Study and Consultancy Fund will be used for GBV dissemination.	HALLET Virginie	GBV dissemination event took place in December 2019 mainly financed by Embassy of Belgium and reserved fund was not used
Position note approved by steering committee	23/08/2019	Steering Committee	Take into consideration the recommendations during the preparation of the next country portfolio	KATO Rose	Some recommendations are being implemented in the current phase of Study and Consultancy Fund
The study on Employee Information Management System of MoES not approved but check what is included in EMIS and future action could be looked into.	23/08/2019	Steering Committee	check what is included in EMIS and future action could be looked into. Steering committee of 23rd August gave this responsibility to Enabel.	DE WANDEL Erwin	Crosschecking with EDP is ongoing. World Bank has been contacted but no concrete feedback yet
Next steering committee to take place on 5th December 2019	23/08/2019	Steering Committee	Convene steering committee	TUSIIMWE Fred	Steering committee was postponed since no major decisions were present. Its foreseen to have one in February 2020 for approval

					of final report.
Study on Capacity Building Framework and Plan of MoPS was approved with budget allocation of Eur 40,000 subject to submission of revised proposal Friday 17th May.	14/05/2019	Steering Committee	Reduce sample for study from 24 to 10 ministries and from 40 to 30 districts. Revised budget to Euro 80,000 (SDHR 40,000 and Study and Consultancy Fund Euro 40,000).	OJOK Thomas	Proposal revised, submitted, approved and being implemented
	14/05/2019	Steering Committee	The methodology to be proposed by the consultants in their technical proposal	KATO Rose	Methodology was proposed by the consultant and study is being implemented
	14/05/2019	Steering Committee	Shift the agreed Euro 40,000 from co-management to own management modality.	NYONGEREZ A Flavia	The budget re-allocation was completed in Q3 2019 planning
The draft report of Impact Evaluation Study of Study and Consultancy Fund was accepted and approved by the Steering Committee and consultant was given one week to finalize the report and submit the final version by 24th May at the latest	14/05/2019	Steering Committee	Consultant to revise and submit the final report by 24th May	KATO Rose	The final report was submitted on 24th May. The position note has been prepared, reviewed by HQ and approved by the Steering Committee
The Study for Strategic Plan for TIET Departments (MoES) was approved with a budget of Euro 19,000 subject to re-submission of revised proposal by Friday 17th May. Budget shift from Co-management to own management approved.	14/05/2019	Steering Committee	Start procurement process	KATO Rose	Study being implemented
			shift budget to own management.	NYONGEREZ A Flavia	Budget re-allocation was completed in Q3 2019

The Study for Identification of costed scenarios to ensure Financial sustainability of the NTCs, MoES was approved with tentative budget of Euro 41,000 subject to submission of revised proposal Friday 17th May. Budget shift to Regie was approved.	14/05/2019	Steering Committee	Objectives 1&4 should be reviewed and budget too. Revise budget downwards.	KISALAMA Robert	The proposal was revised and SC approved through exchange of emails. The study is being implemented
		Steering Committee	Budget shift to own management.	NYONGEREZ A Flavia	Budget re-allocation to be done in Q3 2019
The study on Feasibility Analysis of Community Based Health Insurance was approved in principal subject to submission of full proposal by Friday 17th May	14/05/2019	Steering Committee	Prepare a proposal with budget	Walimbwa Ali	Submitted and approved. Tenedr launched
Collaboration between MoPS and Study and Consultancy Fund to develop these frameworks is agreed in principle	14/02/2019	Steering Committee	MoPS should develop a comprehensive proposal on the requested support which should include component 3 on printing and dissemination of Human Resource planning framework to be presented during the steering committee of 19th March 2019.		The MoPS proposal was approved during the 14th May Steering Committee meeting.
Collaboration between MoPS and Study and Consultancy Fund to develop these frameworks is agreed in principle	14/02/2019	Steering Committee	Determine what could be prioritized since the Study and Consultancy Fund is not able to fund the entire finance gap of UGX 970 million.		This was done and EUR 80,000 was approved (EUR 40,000 each)
Phase II of the GBV study is approved with additional budget of 33,805 euros including validation and dissemination of the study report	14/02/2019	Steering Committee	New specific cooperation agreement is signed with Ghent University, which will work in collaboration with Mbarara University.	KATO Rose	New agreement signed
			Redo data collection in 5 public NTCs and 7 BTVET institutions excluding 3 other public BTVET Institutions (Jinja School of Nursing, VTI Nakawa and Arua Nursing School).	WANDABWA Margaret	Data collection was completed and Ghent University is preparing draft report
			Embassy should be involved during the study since they have major role to play during its dissemination.	NAYOGA Hanifa	The Embassy was consulted during data collection and will be involved during validation workshop

			Timelines for the study needs to include dissemination of the report.	KATO Rose	Yes, included in Ghent contract
Study and Consultancy Fund Impact evaluation study Inception report approved and data collection should commence immediately.	14/02/2019	Steering Committee	EU and Dutch Embassy should be included in the list of people to be consulted.	KATO Rose	Development partners were consulted
			Contract to be extended to 17th April 2019	KATO Rose	Contract was extended to 17th April
Develop clear strategy on how to implement the results of concluded studies	14/02/2019	Steering Committee	The proposals for new studies should task the MDAs, with support from the consultants of the study, to develop clear strategy on how to implement the results of concluded studies e.g. prepare a costed action plan, map out supporting structures/systems	KATO Rose	All new studies being implemented will have costed implementation plan as one of the deliverables.
Dissemination of the final reports of the concluded studies	14/02/2019	Steering Committee	Study proposals should have a budget for dissemination studies to key stakeholders	KATO Rose	This is being ensured during proposal writing.
New studies should be approved by May 2019 at the latest to enable implementation within the specific agreement duration	14/02/2019	Steering Committee	Request for submission of proposals by MDAs	TUSIIMWE Fred	4 new studies were approved by the steering committee which took place on 14th May.
Out of 226,114 Euros available balance, only 200,000 Euros will be committed for new studies to allow reserve for closing the project	14/02/2019	Steering Committee	Request for limited proposals from MDAs	TUSIIMWE Fred	7 proposals were submitted and four approved in May 2019
3 studies will be financed, one from each Ministry (Ministry of Public Service, Ministry of Health and Ministry of Education and Sports)	14/02/2019	Steering Committee	Inform MDAs that only one proposal will be funded from each ministry	TUSIIMWE Fred	7 proposals submitted and 4 approved in May 2019 and 3 rejected
2 steering committee meetings will be held for approval of new study proposals or concept notes; 19th March and early May 2019	14/02/2019	Steering Committee	Follow up with MDAs with support from Belgian interventions to submit proposals Arrange in time the two steering committees	KATO Rose	Only 1 steering committee was held in May 2019. This is because MDAs delayed to submit their proposals

NICA Study revised proposal and budget of RUR 76,620 was approved.	02/08/2018	Steering Committee	Launch procurement and implement the study	KATO Rose	The consultant has submitted final inception report in April, draft progress report in June and final draft in December 2019. The technical review of the final document is on going.
SCF Impact Study Terms of Reference were approved and the Budget of EUR 30,700 was agreed upon to be implemented under the management of Enabel.	02/08/2018	Steering Committee	Launch procurement and implement the study	KATO Rose	The study was successfully completed in May 2019. Position note on recommendations have been prepared awaiting approval of steering committee.
Strategic areas for concept notes should be discussed with sector line ministries and agreed upon in the technical team meeting, Enabel sector projects could also be involved. MoFPED should expedite this interventions to be able to meet the timeline set for first call for concept note (September 2018) and last approval of studies (August 2019).	02/08/2018	Steering Committee	Call for a meeting with MDAs to present and discuss strategic areas for the studies	TUSIIMWE Fred	This meeting did not take place, instead the MoFPED wrote letters to line ministries on 7th February 2019 requesting them to submit priority areas.
The approved timeline for first call for concept note is September 2018.	02/08/2018	Steering Committee	Call for a meeting with MDAs to present and discuss strategic areas for the studies and communicate about call for concept note	TUSIIMWE Fred	This meeting did not take place, instead the MoFPED wrote letters to line ministries on 7th February 2019 requesting them to submit priority areas.
Speed up extension of SA-process started last year - agreed to speed up since SA ends in August 2018 and yet over 399,000 Euro still need to be spent within the SA duration.	21/02/2018	Steering Committee	MoFPED and Embassy to finalize exchange of letter	DE WANDEL Erwin	Specific Agreement extended until August 2020.
Develop specific timelines for introduction of concept notes by MDAs to technical team .	21/02/2018	Steering Committee	Develop specific timelines for introduction of concept notes by MDAs to technical team . Q2 2018 call for concept notes with specific deadline will be sent out to MDAs as soon as communication on extension of SA is received	TUSIIMWE Fred	Not done, Instead a meeting was planned but never materialized

Map out strategic studies per sector and if necessary, distribute the remaining budget among the sectors, allocating maximum amounts	21/02/2018	Steering Committee	strategic studies to be map out from the results of call for concept notes	TUSIIMWE Fred	Strategy was changed to have a meeting where strategic areas would be presented and discussed with the technical team but this meeting did not take place due to other commitments.
Assess the impact of Study and Consultancy Fund within the beneficiary institutions-over 60 studies have been implemented in 14 MDAs	21/02/2018	Steering Committee	Draft terms of reference with budget to be submitted to SC for approval.	KATO Rose	TOR was drafted and SC approved. Consultant for impact study was selected, inception report approved and data collection on going.
Incorporate Embassy into the technical team meetings -It was noted that Embassy is supposed to be part of the technical team (as per the TOR that established it).	21/02/2018	Steering Committee	This recommendation was left at the discretion of the Embassy to decide on case by case basis.		EoB showed a lot of interest to participate but no meeting took place within the period